

17 DEC 1971

MEMORANDUM FOR: Executive Director-Comptroller
SUBJECT: Senior Seminar

1. This Memorandum reports on the first running of the CIA Senior Seminar and requests in Paragraph 9 that you seek the Director's approval for continuing it.
2. In accordance with terms of the Director's approval of my proposal for a Senior Seminar, a pilot running was conducted from 19 September through 24 November and an extremely thorough evaluation of the Seminar was made as it proceeded and at its conclusion. Twenty officers of grades GS-13 through GS-18 were chosen by the Training Selection Board from a total of 35 nominated from throughout the Agency.
3. The Seminar covered a variety of subjects which are directly relevant to the activities, relationships, interests, policies, and problems of CIA. The specific content was based on discussions with scores of senior officers throughout the Agency and an investigation of the curricula of external courses to which we send senior officers. Its final format consisted of blocks on "The Senior Agency Officer," "The Intelligence Business," "Major World Trends and Their Significance for Policy and Intelligence," "Covert Action: The Hidden Side of Foreign Policy," "The Environment of CIA: Official Relationships" followed by "Unofficial Relationships" (the latter incorporating presentations on facets of the American domestic situation which bear directly on the Agency), "New Tools and Methodologies for Intelligence," and "The Management of Intelligence and the Future." Three-day trips to optional East or West coast installations of interest were taken by Seminar groups.
4. A total of 33 non-Agency and 99 Agency guest speakers and panelists accepted invitations to participate in the pilot running:
 - a. Among the distinguished non-government speakers were: A. Doak Barnett, Letitia Brown, Zbigniew Brzezinski, William Crockett, John K. Fairbank, Joseph Harsh, Herman Kahn, Foy Kohler, Peter Lisagor, Robert Osgood, Wesley Posvar, Charles Schultze, Max Wasy and General Earle Wheeler;

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b. From other parts of the government: William I. Cargo, Dr. Edward David, Philip Farley, Brigadier General Daniel Graham, U. Alexis Johnson, William B. Macomber, Jr., Congressman William E. Minshall, Deputy Assistant Secretary C. Robert Moore, Eberhardt Rechtin, Darrell St. Clair, Werner VonBraun, and others;

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Their presentations provided a stimulus throughout the Seminar's running for the participants to make full use of their own experience, knowledge and judgments in lively exchanges both with guest speakers and with each other.

5. In evaluating the Seminar, the Senior Seminar Staff solicited reactions of the participants to the value of the course as a whole for themselves and any future participants, as well as suggestions on how to improve every part of the program throughout the running. Most of the 20 Seminar attendees affirmed in strong terms that participation will be valuable to them in their Agency jobs and expressed the hope that the Seminar be continued.

6. I was particularly interested in the participants' evaluations of Senior Seminar Objective 3, concerning "self-renewal" and appreciation of the problems of others, of which here are two:

a. "The Seminar fully achieved this objective for me. I came to the Seminar believing that this was one of its basic objectives, and I leave more convinced than ever that self-renewal is sufficient justification for the time and effort that went into the course. During the Seminar I was interested, stimulated, exhilarated, and excited at times; depressed, angered, and frustrated at others. In short, the Seminar dragged me out of my usual professional mold and caused me to think, to read, and to talk with more enthusiasm than I had for years. It was great!"

b. "Many of the myths about the 'other guy' were effectively dealt with during the course of the Seminar. I came away with a more respectful appreciation of Agency-level problem areas. Not only did the course provide an opportunity (for self-renewal) but in fact did renew my sense of personal motivation, appetite and commitment to the Agency's problem areas..."

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7. As might be expected in a first running, the Seminar Staff and participants did identify a number of "bugs" which should be eliminated and some areas requiring improvement, but these did not detract from the Seminar's generally excellent quality. The Staff has compiled all answers to the evaluation questions into a thick sheaf which is available to anyone having a legitimate interest. We will be glad to answer any further questions which the Director and yourself or other appropriate authority may have concerning all aspects of the Seminar. In the meantime, I solicit your attention to the attached memorandum voluntarily written by six participants to their Office and Directorate chiefs. To save you time, we are submitting these special memoranda rather than the thick sheaf we have assembled. Not all the evaluations are as flattering, but we are not aware of any participant going away disappointed.

8. I concur fully in the judgments of the participants that the first Seminar running was successful and valuable, and believe that it demonstrates that this training experience for senior CIA officers represents an effective investment of funds, as well as of both Staff and participants' time. The nine and a half weeks of the Seminar covered a large amount and variety of material which bears directly on Agency concerns and interests, in contrast to less pertinent content to which senior officers are exposed at some of the external training programs with sessions up to ten months. I believe that for the near future (i.e., at least through the end of FY 1973) the Senior Seminar should be scheduled for two runnings a year -- a Spring and a Fall session. Following the Director's approval, we are prepared to begin the second running early in March. Further, the program should follow the same guidelines as to its overall content with attendance limited to 25 officers of minimum grade GS-13; I would, however, hope that a larger number of more senior officers might attend.

9. On the basis of the above, I recommend that you ask the Director to approve the continuation of the Senior Seminar as a regular training program to be conducted twice a year.

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ROGER T. CUNNINGHAM
Director of Training

Att: A/S

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CONCUR:

John W. Coffey
Deputy Director
for Support

Date

The recommendation contained in Paragraph 2 is approved by the Director.

*See memo to DTR from E. J. Sullivan
dated 7 Jan 72*

L. A. White
Executive Director-Comptroller

Date

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